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**South Carolina State Government Certified Public Manager Program
Project**

**ALIGNING THE TRAINING AND DEVELOPMENT NEEDS OF THE
SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION AND
TOURISM WITH THE AGENCY'S STRATEGIC PLAN
2002**

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March, 2002

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INTRODUCTION:

The South Carolina Department of Parks, Recreation and Tourism was created in 1967 to improve the economic well-being and quality of life for South Carolinians by promoting state, national and international tourism; developing tourism/entertainment businesses; and conserving our unique community, cultural and physical environments. The top leadership of the agency has changed six times since its creation in 1967. The last three changes have occurred since 1995, with the most recent taking place in February 2001.

In 1997, the South Carolina Department of Parks, Recreation and Tourism began the process of developing a strategic plan to guide its growth, development and changing environment. During this same time period the top leadership changed and the organizational structure along with new leadership. Due to the number of rapid organizational changes, the "Plan" was never completed to the point of true implementation.

In 2001, the Agency's sixth Director was appointed. The strategic planning process was revisited, a plan was developed and is now ready for implementation. In fact, there is a full-time staff member who is responsible for managing the planning process and the implementation schedule. The Agency's Strategic Plan was developed by the leadership staff and they are committed to making sure the strategies identified for each Key Result are implemented.

One of the Key Results of the Strategic Plan is to have a trained, motivated, and diverse workforce capable of accomplishing the tasks required to attain the mission of the South Carolina Department of Parks, Recreation and Tourism. Currently, there is not a coordinated plan to link the training and development needs of all employees with the overall accomplishment of the Agency's Mission. The goal of this document is to assess the training and development needs of the Agency and align them with Mission and Key Results identified in the Strategic Plan.

REVIEW OF CURRENT SITUATION:

The vision of the South Carolina Department of Parks, Recreation and Tourism is **Shaping and Sharing a Better South Carolina**. The mission of the Agency is **PRT encourages people to discover South Carolina through our parks, recreation and tourism resources in order to improve the well-being of our citizens, while sustaining our cultural and natural resources for future generations**. The goals of the Agency are: **to exercise and strengthen PRT's Leadership role in the development of public policy and as the advocate for parks, recreation, and tourism in South Carolina; to contribute significantly to the economic growth and quality of life through sustainable development of parks, recreation, and tourism in South Carolina; to contribute significantly to the economic growth and quality of life in South Carolina through conservation, education, and responsible use of our unique/diverse resources; to provide excellence in the workplace; and to have diversity-meaning in the workplace, marketing efforts, promotions, attractions, product development.**

The Agency's Mission and Goals are accomplished through the agency Directorate and four Divisions.

The Directorate provides the leadership and strategic direction for the Agency and oversees all the functions required for the effective and efficient operation of PRT.

The Administration Division provides the support services necessary for the efficient and effective day-to-day operations of the entire organization. This Division includes the Budget Office, Finance, Information Technology Office, and Internal Operations.

The Parks and Recreation Division provides natural resource-based recreational opportunities which emphasize conservation, education and interpretation of the natural, cultural and historical resources of the state.

The Tourism Division is responsible for marketing, promoting and selling the State as a preferred global travel destination and for assisting South Carolina tourism industry partners in this shared endeavor.

The Business and Community Development Division provides

strategic direction for private and public sector development in four primary arenas: tourism related business; South Carolina's cultural heritage areas; spectator sports; and nature based tourism.

In July, 1999, a Director of Training and Development was hired to develop a comprehensive training and development program for all employees. A written survey was sent to each of the Divisions and to the Directorate to determine the status of training within the organization. Additionally, a Training Advisory Committee was formed with representation from each of the Divisions and the Directorate.

This Committee identified three major priorities for the training and development section within the Human Resource Management Office. The priorities were based on a review and analysis of the data collected from the surveys and a consensus of the Committee members. The priorities were: develop agency-wide policy and procedure relative to training and development; develop an agency-wide orientation program; and develop an agency-wide manager/supervisory training program. All of these priorities have been developed and implemented.

METHODOLOGY

These priorities, although important to the success of the training and development section, did not address the specific training and development needs of the Divisions and there was nothing in place to align the training needs with the overall strategic goals of the Agency. As the Agency's leadership staff worked to develop the Strategic Plan, the Agency's Training and Development Committee began a process to identify the training and development needs for each Division. The members of the Training Advisory Committee met in November, 2001, and agreed upon a format for collecting the training and development needs.

By January, 2002, each Division had completed a training needs assessment for each job category within their Division. The training needs were categorized according to those that are required by Statute, those that are required by the Agency and those that are required by the Individual Office. An example of the format used to collect this data is found in the Appendix I.

This document reflects the findings of the Training Needs Assessment and links these findings to the Agency's Strategic Plan

RESULTS:

In February, 2002, the Agency's Strategic Plan was introduced to the employees. Along with the vision and mission statements, the values and key results were identified. The values are: accountability; collaboration; diversity; integrity; leadership; professionalism; quality customer service; stewardship; sustainability; and visionary thinking. Five key results were established and they are:

1. Develop and implement policies, plans and programs that best serve the people of South Carolina, consistent with PRT's mandate.
2. Take a leadership role in stewardship efforts of cultural and natural resources statewide.
3. Encourage economic and community development consistent with market demand and conservation of the state's resources.
4. Increase awareness and support of parks, recreation, and tourism and the Agency's programs.
5. Have a trained, motivated, diverse workforce.

The results of the Training and Development Needs assessment identified a number of training/development programs that were grouped into one of seven (7) categories by the Training and Development Committee. The seven (7) categories are: (1) Communication Skills; (2) Customer Service; (3) Fiscal Management; (4) Leadership; (5) Office and Project Management; (6) Technical; and (7) Safety/Statutory Requirements.

Each of these categories offers training/development programs that could directly impact the achievement of the strategies identified for each of the Key Results. These strategies are listed below along with the specific category or categories of training needs that relate to the achievement of the specific strategy. The Agency's Training and Development Committee made these recommendations.

Key Result 1:

Broad Strategies:

- a. Implement services and programs to meet operational and customer needs.

Training Category: Customer Service; Office and

Project Management; Technical.

- b. Strategically align PRT's resources with its mission and priorities.

Training Category: Leadership

- c. Develop coordinated plan(s) that involves industry partners, citizens and visitors.

Training Category: Leadership; Customer Service

Key Result 2:

Broad Strategies:

- a. Serve as an example with good stewardship of the resources under our control.

Training Category: Leadership; Fiscal Management; Office and Project Management

- b. Educate the public in the importance and practices of stewardship.

Training Category: Communication Skills; Leadership; Customer Service

- c. Work with stakeholders to move stewardship programs forward.

Training Category: Leadership; Communication Skills; Customer Service

- d. Identify national and international best practices.

Training Category: Leadership

Key Result 3:

Broad Strategies:

- a. Provide supply and demand and other pertinent information to businesses, communities, and governments so they can make informed decisions about the management of their products.

Training Category: Fiscal Management; Customer Service; Communication Skills

- b. Provide technical assistance to local communities and other organizations involved in parks, recreation and tourism planning.

Training Category: Customer Service; Technical; Leadership

- c. Partner with other government agencies and organizations in a coordinated effort when providing parks, recreation and tourism technical assistance.
Training Category: Leadership; Customer Service; Technical
- d. Identify national and international best practices.
Training Category: Leadership
- e. Gain recognition as a leader in the use of economic research in the development of tourism public policy.
Training Category: Leadership; Communication Skills

Key Result 4:

Broad Strategies:

- a. Review penetration of existing communication mechanisms.
Training Category: Communication; Customer Service.
- b. Develop and implement a communication plan (audiences, messages and mechanisms).
Training Category: Communication; Leadership; Technical
- c. Involve (engage), when appropriate, those partners and stakeholders affected by agency program decisions.
Training Category: Leadership; Communication; Customer Service.

Key Result 5:

Broad Strategies:

- a. Develop and implement programs for training needs of Agency employees.
Training Category: Leadership; Communication; Customer Service
- b. Develop and implement a plan for addressing employee satisfaction.
Training Category: Customer Service; Leadership; Communication

- c. Recruit employees supportive of PRT's mission.

Training Category: Communication Skills;
Leadership

- d. Increase the awareness of the value of diversity to PRT.

Training Category: Leadership; Communication Skills

There are a total of nineteen (19) strategies identified in the Agency's strategic plan. The ranking of the training categories according to the frequency identified for use with the strategies is as follows:

From highest frequency to least frequent::

1. Leadership (16 strategies)
2. Communication Skills (11 strategies)
3. Customer Service (11 strategies)
4. Technical (4 strategies)
5. Office and Project Management (2 strategies)
6. Fiscal Management (2 strategies)
7. Safety/Statutory Requirements (inherent in all strategies)

The specific training and development needs identified within each of the seven (7) categories can be found in Appendix II.

An Executive Training and Development Council consisting of the Leadership Staff (Executive Director, 2 Deputy Directors, Human Resource Management Director, 4 Division Directors, and the Organization Development and Accountability Manager) will review the findings of this report in late April, 2002. This Executive Committee will determine the priority training and development needs/requests that are most critical to the success of the Agency's strategic plan.

Based on their prioritization a training and development business plan will be developed prior to FY 2003 and will include an implementation schedule for the selected training and development programs.

Summary and Conclusions;

This document has identified how the training and development needs assessment for the South Carolina Department of Parks, Recreation and Tourism was conducted and how the alignment of these needs to the Agency's Strategic Plan occurred. This process will be evaluated by comparing the achievement of the appropriate performance measures established for each of the nineteen strategies identified and the

participation in the related training and development programs. This evaluation process will certainly need refinement and input from both the Executive Training and Development Council and the Agency's Training and Development Committee. The evaluation strategy will be developed in early August, 2002.

Although this is the first time this type of alignment process has taken place, it is anticipated that the benefits of such an alignment will add value to the training and development programs offered and additionally, create a culture of continuous learning within the Agency.

The following quote from an article entitled ***Fast Learning: Aligning Learning and Development With Business Strategies*** summarizes the principle concept of this project: "A learning and development function that is aligned with the business strategy is one that looks at the capabilities required for strategic success and the organization's capabilities and uses the gap between the two as a basis for driving learning. Alignment, then, is not an event; it is a process by which the organization takes a holistic view of the business and ensures that all parts of the organization (goals, strategy, organization capabilities, needed competencies, and learning and development priorities) work together cohesively."¹

In today's environment of decreasing budgets, rapid change, and increasing workloads, the Agencies that align the training and development function with their strategic plan may have a greater chance of successfully adapting to the challenges that face South Carolina State Government.

1 Lin, Jean. "Fast Learning: Aligning Learning and Development with Business Strategies." Employment Relations Today. Autumn 2001.

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APPENDIX I

South Carolina Department of Parks, Recreation and Tourism

2002 Training and Development Needs Assessment

DIVISION:

Mission Statement:

Goals:

Office:

Mission Statement:

Goals:

For each job category in your office please list the job category, the number of personnel in each category and the primary job responsibilities for the specific job category.

Then identify the Training and Development Required/Needed for the specific job category accordingly:

By Statute:

By Agency:

By Office:

Appendix II

Training and Development Needs by Category:

1. Communication Skills

Oral:

Facilitation Skills
Public Speaking
Presentation Skills
Train-the-Trainer

Written:

Advanced Writing Skills
Basic Letter Writing
Grammar/Spelling/Punctuation

2. Customer Service

Basic Selling Skills
Business Etiquette
Effective Group Tour Management
Handling Difficult Customers
Quality Customer Service

3. Fiscal Management

Accounting Policies/Procedures
Basic Accounting
Budget Management
Budget Planning
Procurement Policies/Procedures
Travel Expense Policy/Procedures

4. Leadership

Building Trust
Coaching and Motivating Employees
Conflict Management
How to be an Effective Team Leader
How to Develop an Effective Team

Leadership Skills
Negotiation Skills for Leaders/Managers
Strategic Planning

5. Office Management/Project Management

Inventory Management
Managing Multiple Projects/Priorities
Office Management Skills
Project Management Skills
Time Management

6. Technical

AS400
Clients & Profits
HTML & PDF
Publisher
Web Site Optimization/Program Update

7. Safety/Statute

Crisis Communication
CPR/First Aid
Internal Security Procedures
OSHA Safety